

# FINANCIAL MANAGEMENT



Level of Responsibility

## CIVILIAN TECHNICAL FORCE DEVELOPMENT ROADMAP

DEVELOPMENTAL (GS 1 – 9)

JOURNEYMAN (GS 10 – 13)

EXPERT (GS 14 & ABOVE)

SL

D O D Level I F M C E R T Level 2 I F I C A T I O N Level 3

TECHNICAL  
EXPERIENCE

EDUCATION  
& TRAINING

LEADERSHIP

### BASE LEVEL / CENTER / DRU / FOA / MAJCOM / JOINT / HQ

#### Develop Job Proficiency

Technically specialized team member  
(e.g. Cost Analyst, Accountant, Operations Research Analyst)

Become involved with using sophisticated methods  
to resolve conventional problems and issues

Become proficient in use of specific technical tools,  
techniques, methodologies, and practices

Formulate and present results to team  
leader and program manager

#### Build Depth of Technical Expertise

Team Lead and/or supervisor of technically  
specialized group/section/branch

Perform a variety of tasks using sophisticated methods  
to resolve conventional problems and issues

Perform a wide range of progressively  
more difficult technical tasks

Formulate and present results to wing/  
group commander, center commander, and/or PEO

#### Build Breadth of Technical Expertise

Senior leader of technically specialized  
division/directorate

Apply and adapt technical concepts to resolve critical/  
complex problems and develop new theories

Provide expertise on policy making  
functions covering a broad technical area

Formulate and present results to senior AF and/or  
DoD decision makers and congressional staffers

Occupational Skills Training: FM DLC, OJT, DAU

DAU Courses: BCF 102, 103, 106, etc.

BCF 203, 204, 205, etc.

BCF 301, CLB 023, etc.

Leadership Development Courses

Acquisition Certification Level I, if applicable

Acquisition Certification Level II/III, if applicable

Continue to Enhance Technical Expertise

Supplementary Courses  
FMP FMC

Pursue Test-Based Certifications: CDFM, CGFM, CPA, CCEA, SCEA  
Continuing Professional Education (80 hours every 2 years – minimum of 20 hours in any given year)

Bachelor's Degree

Master's Degree

Doctorate Degree

BFMOC

PFMC

AFIT

DFMC

Primary Developmental Education

New Employee  
Orientation

Civilian Acculturation  
Leadership Training

First Time  
Supervisor's Course

DCELP  
SOS

Intermediate Developmental Education  
(ACSC, ACSC-OLMP, ELDP, AAD, EWI, Fellowships)

Senior Developmental Education  
(AWC, DSLDP, Eisenhower School, Fellowships)

Summit DE  
(CCL, ELS,  
Fellowships)

#### TACTICAL EXPERTISE

Establish good work habits  
Seek senior mentor & role model

#### OPERATIONAL COMPETENCE

##### MENTORSHIP

#### STRATEGIC VISION

Coach & guide subordinates  
Seek junior personnel to mentor

THOUGHT LEADERSHIP: Professional Reading, Writing, Speaking, and Listening

JOIN Professional Organizations

VOLUNTEER to be a Committee Member

VOLUNTEER to be a Committee Chairperson

VOLUNTEER to hold a Board Position

IT'S ALL ABOUT DAILY PERFORMANCE & LEADERSHIP!!! YOUR JOB INTERVIEW IS EVERY DAY!

### INSTITUTIONAL COMPETENCIES

Embodying  
Air Force Culture

Fostering Collaborative  
Relationships

Employing Military  
Capabilities

Communicating

Leading People

Enterprise  
Perspective

Strategic  
Thinking

Managing Organizations  
and Resources

### OCCUPATIONAL COMPETENCIES

Financial Operations

Accounting

Budget Formulation and Execution

Financial Governance

Program Control

Cost Estimation

Financial Analysis

# FINANCIAL MANAGEMENT



## Civilian Technical Force Development Roadmap

“Force Development takes individual capabilities and, through education, training, and experience, produces skilled, knowledgeable, and competent Airmen [civilian and military] who can apply the best tools, techniques, and procedures to produce a required operational capability. We prepare Airmen [civilian and military] for leadership by optimizing experiences and skills and by developing capabilities to meet any challenge.”

– AFDD I-I, Leadership and Force Development

*This roadmap depicts the corporate view of the TYPICAL employee who has elected to pursue the FM civilian TECHNICAL career plan. You should consider personal choices and the availability of employment opportunities in developing realistic career expectations. The typical career path makes it incumbent on you to take advantage of training, educational, and experiential opportunities. This will improve your opportunities for progression along your chosen career path.*

### Experience

Develop your **technical** skills by seeking job opportunities to increase your financial management proficiency. Apply for positions emphasizing different skills within your specific **technical** specialty. This variation enhances your potential.

### DEVELOPMENTAL (GS 1 – 9)

### Experience

Continue to add depth to your **technical** expertise and seek job opportunities to build breadth within your chosen **technical** specialty.

### JOURNEYMAN (GS 10 – 13)

### Experience

Continue to build greater breadth by applying for positions within your chosen **technical** skills area in other organizations. Seek opportunities for gaining **technical** expertise through deployments, fellowships, and EWI.

### EXPERT (GS 14 & Above)

### Education & Training

Earn your bachelor's degree. Look for distance learning courses to enhance your **technical** skills. Maximize local training opportunities. Earn your DoD FM Certification Level 1 and, if applicable, your Acquisition certification (Level I). Focus on building both institutional and occupational competencies throughout your career.

### Education & Training

Continue your education by earning a master's degree and certification levels. Build on your **technical** skills by completing Air Force FM training (e.g., PFMC and DFMC). Develop your leadership capability by seeking Intermediate Developmental Education opportunities such as Air Command and Staff College. Earn your test-based certification (e.g., CDFM, CCEA). Complete the appropriate DoD FM Certification Level and, if applicable, complete your requirements for Level II/III APDP Acquisition certification.

### Education & Training

Continue to hone your **technical** skills by seeking a doctorate degree in your chosen field of expertise. Seek Senior Developmental Education opportunities such as Air War College to build on your broader military related skills. Complete the appropriate DoD FM Certification Level and use opportunities such as Leadership Development Courses to enhance your senior leader skills.

### Leadership

Your ability as a leader is derived from innate capabilities and built from **experience, education, and training**. Your deliberate development improves your leadership by embodying Air Force core values, developing institutional competencies, acquiring professional and technical competence, and then using your new abilities to accomplish the organization's mission, while taking care of people. Leadership does not equal command...any Air Force employee can be a leader and can positively influence those around him or her.